

The State of California

21st Century Project

Stepping into the Next Millennium

Issue #6 December 2000



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Project Schedule Through 2001

September 25, 2000

RFP DGSCO-8027 was canceled.

October, 2000

Staff established the qualified supplier list to receive the new Request For Proposal (RFP). This list was established after evaluating responses to the Request for Qualifying Information document released October 10.

October 16-November 15, 2000 The RFP was redrafted.

November 15, 2000

After acceptance by control agencies, RFP DGSCO-8027A was released.

December 11-19, 2000

Hold supplier product demonstrations.

January-February, 2001

Receive Draft and Final Proposals. Hold confidential discussions with suppliers. Review and evaluate supplier responses.

February 16, 2001

Cost opening.

To be determined

Develop Feasibility Study Report (FSR) based on tentative supplier selection.

Obtain FSR approval and award contract.

Begin design and development phase of project.

Begin implementation phase of project.

Procurement Update

The 21st Century Project procurement continues. An abundance of information and experience has been exchanged between project staff and participating suppliers throughout the process. This has resulted in a better grasp of the expected deliverables in a successful proposal. A key milestone in the project was achieved with the proposal cost openings.

The prospective suppliers for the 21st Century Project's Request for Proposal (RFP) submitted their respective bids during August 2000. The bids contained costs associated with the implementation and maintenance of the specific proposals. Cost openings were publicly announced on August 31, 2000.

The costs related to an engagement of this magnitude are significant. Unfortunately, the cost openings reflected an amount too significant to justify. The project team is dedicated to ensuring the procurement of a contract for a contemporary payroll and human resource system that results in real value to our stakeholders, without excessive costs. Consequently, the RFP procurement was canceled without an award. The 21st Century Project

staff has already issued a new RFP. This new RFP was issued with an aggressive schedule to reach an "intent to award" for this essential contract.

The new procurement process was initiated with a **REQUEST FOR QUALIFYING INFORMATION** (RFQI), which was issued October 10, 2000. Prospective suppliers had to meet the minimum experience qualifications identified in the RFQI. The RFQI process ensured that only skilled and experienced suppliers would qualify to participate in the accelerated procurement. The new RFP was issued in mid-November 2000, with final supplier proposals due the beginning of February 2001.

The 21st Century Project staff have prepared for an intensive effort subsequent to the receipt of the final supplier proposals. The review, evaluation, and scoring of the proposals will be done expeditiously and thoroughly.

The project staff sincerely appreciates the efforts of those who have answered questions, provided data, and offered suggestions. Your support has served to optimize the effectiveness of the alternate procure-

Stepping into the Next Millennium



Ruby Hamilton brings over 26 years of Human Resources/ Payroll background to the 21st Century Project, 11 of those years with the State Controller's Office (SCO). Ruby began her SCO career in 1975 in the Payroll Section of Personnel/Payroll Services Division. After several years, she went to work for California State University, Fullerton (CSUF). During the next 15 years, Ruby worked in several positions at CSUF, primarily focused around payroll and budgeting. While there, she worked on a project to develop an automated timekeeping system and payroll accrual system.

She returned to SCO in 1993 and began work on the California Leave Accounting System (CLAS). Ruby's role was to develop enhancements to CLAS, such as the Annual Leave Statement, and to define the requirements needed for those enhancements. In addition, Ruby was responsible for developing a PC-based position control system, California Position Roster (CAPR) system, for CLAS participants.

Ruby brings to the 21st Century Project a strong background in HR, Payroll, and Position Management practices, and a variety of database concepts. Ruby currently leads a team of business analysts responsible for the Position Management process. The Position Management team developed the business requirements for the Position Management function included in the 21st Century Project's Request for Proposal. Ruby and her team are responsible for evaluating proposals to ensure that the new system will meet business requirements.

Ruby is very interested in finding new ways to make her work easier and more valuable. As a result, she has taken several computer science courses to build her knowledge base.

Ruby is very excited about the project and is looking forward to the new HR/Payroll system.



21st Century Project Business Practices and Operations Advisory Committee -or-

The Road to Wise Buying Decisions

Most of us have been faced with car-buying decisions when

our old one gets a lot of miles on it and we can see the potential for significant repair bills right around the corner. That is, of course, if a breakdown doesn't strand us before we get to the corner.

While you could try to find the exact make, model, and year of your old car with low mileage, it makes more sense to be a smart consumer. A smart consumer sits down with the family members using the car to discuss their transportation needs rather than just the color of paint. This same consumer will talk to a reliable mechanic about repair histories and trends of various models. The consumer may even go to the library to research consumer and industry publications. The last consideration will be the cost and financing involved in the selection of an affordable car. Following this process should lead to a reasonably priced car that meets the needs of those using or servicing the car.

The Business Practices and Operations Committee is part of the 21st Century Project's effort to see that we are smart consumers. Representatives from 19 departments are there to provide input on business practices, human resources requirements, and project direction. This is the opportunity for those using the systems to step back and assess how a new system could further their business operations. A natural part of that process is the opportunity to assess the business operations as currently conducted. An im-

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proved flexible system facilitates the improvement of supported business operations.

The 19 departments serving on the committee have the perfect venue for discussing operational changes with other departments and key state-level human resource agencies (Department of Personnel Administration and State Controller's Office). There has seldom been a better opportunity to share practices and ideas across organizational lines.

The committee's continuing involvement in this effort will serve as a catalyst for the improvement of business operations and, at the same time, strengthen the system's support of their practical operations.

21st Century Project Feasibility Study Report Preparation

One of the many critical activities supporting the development of a new statewide Human Resources/Payroll system is the preparation of a Feasibility Study Report (FSR).

The FSR is the formal document used to demonstrate that the proposed response to a business problem or opportunity is achievable, supportable, and a sound investment by the State. The development and presentation of

the FSR serves as an assurance that there is an understanding and agreement among the project management, program management, executive management, and state control agencies concerning the project's scope, requirements, objectives, benefits, management, and risk mitigation. In effect, it is the contract between the project, stakeholders, the Department of Information Technology (DOIT), and the Department of Finance (DOF).

The scope and complexity of the 21st Century Project requires the preparation of a detailed and comprehensive explanation of the business case, proposed solution, project management methodology, risk management plan, and economic analysis worksheets. There must be a sufficient level of detail in the FSR to enable DOIT and DOF to assess the likelihood that the proposed solution will meet business requirements, be successfully managed to completion within specific timeframes and costs, and effectively manage risks.

The FSR procedures and very structured requirements provide a uniform and consistent presentation of information needed to evaluate information technology (IT) projects. This facilitates the expeditious and thorough review at both the technical and policy levels. While the FSR is a key part of the 21st Century Project's communication with control agencies and executives, open and continuous communication

with the stakeholders impacted by this system has been a cornerstone of our approach to bringing state of the art technology to the State's Human Resources/ Payroll processes.

After DOIT and DOF have approved the FSR, it will be submitted to the Legislature to obtain their concurrence. The Legislature has required an increasing level of formal assurance that the allocation of State resources for IT projects will result in timely delivery of solutions within budgeted funds. The FSR serves as both an explanation of what will be done and a plan of how it will be done. Legislative staff can also closely track the accomplishments of the project through the use of the FSR.

As with other aspects of this effort, the 21st Century Project's FSR includes the efforts of project staff, consultants, business operations executives, IT executives, and suppliers.



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21st Century Project is a periodic newsletter of the partnership of the Department of Personnel Administration and the Office of the State Controller. Suggestions and comments about the project and newsletter may be sent via:

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NEXT ISSUE...

Opening of Cost Bids



